ID: 88076786

Box 20
Item 20-36

UNITED STATES DEPARTMENT OF THE INTERIOR

BUREAU OF LAND MANAGEMENT

WASHINGTON OFFICE WORKLOAD ANALYSIS WORKSHOP REPORT

DRAFT

MARCH 1996

Report on Bethesda Workload Exercise November 28-30, 1995

I. INTRODUCTION 1

II. BACKGROUND 1

III. PROCESS 2

IV. RESULTS 4

A. Strengths, Weaknesses, Opportunities and Threats 4
1. Strengths of this Office 4
2. Weaknesses 5
3. Opportunities for Success in the Washington Office 6
4. Threats to Accomplishing Desired Performance at the Washington Office 8

B. Washington Office Workload 9
1. Strategic Direction 9
2. Policy Leadership 9
3. Communication 10
4. Legislative Involvement 10
5. Budget 11
6. Administrative Leadership 11
7. Interagency Coordination 11
8. Process Improvement 11
9. Performance Evaluation and Accountability 12
10. Routine Functions 12
11. Other Work 13

C. Goal Statements 13
1. Communications 13
2. Technology 13
3. Washington Office Work Force and Environment 14
4. Washington Office Work Processes 14
5. Partnerships 14
6. Work to be Done 15

D. Assumptions 15

E. Consolidated List of Help Needed from the Corporate Team 17

F. Feedback from Participants 19

V. CONCLUSIONS 19

VI. WHAT HAS HAPPENED SINCE NOVEMBER 30, 1995? 20

A. Corporate Team Briefing 20

B. Furloughs 21

C. Headquarters Evaluation Team 21

VII. RECOMMENDATIONS (WHAT'S NEXT?) 21

A. Using Work Prioritizing Filters/Screens 22

B. Strategic Objectives Matrix (Blueprint II) 22

C. Report to Headquarters Assessment Team 22

D. Follow-up on Action Plans 23

Report on Bethesda Workload Exercise November 28-30, 1995

I. INTRODUCTION

On November 28-30, 1995, a facilitated session was held in Bethesda, Maryland to identify and prioritize workload and work products for the Washington Office over the next 12-24 months. Approximately 85 Washington Office employees representing all Washington Office Teams, Groups, and Directorates participated in the 3-day workshop.

While the design team originally believed the product of the exercise would be a listing of priority Washington Office work, it became apparent during the session that a pure rank order list of all Washington Office work would not meet our rapidly changing work environment.

As the session progressed, a workload priority setting process evolved. The priority setting process revolves around a set of filters or screens that all Washington Office AD's, Teams and individuals could apply to determine if a work item or effort is or is not priority work for the Washington Office.

II. BACKGROUND

Over the past 2 years, the Director has asked all BLM offices to identify the work the BLM should stop doing. In addition, at the Corporate Team Retreat on September 25-27, 1995, the Deputy Director asked each Assistant Director to identify priority workloads and work products for Fiscal Year 1996 (FY 96). Getting a better handle on our workloads and work priorities in the Washington Office is no small task. Some of our work is day to day - keep the doors open work, some of our work results from a number of strategic plans and initiatives, and some of our work results from inquiries from Congress, the Department or the public. While not an easy task, this exercise becomes more and more important as increasing uncertainties over budget trends, the potential for RIF's, and the Washington Office reorganization continue.

A critical step toward reducing the some uncertainty is to take a look at the overall workload of the Washington Office. Not just the high profile issues that consume so much of our time, but also the commitments we have made through various agreements, plans, strategies, and initiatives, and factoring in projected future demands and constraints on our ability to continue to do business as we have in the past.

It is also necessary to factor in future demands and constraints on the Bureau's ability to continue to do business and provide the same services it has historically provided. At the same time, the workforce is under an increasing need for direction on priorities from the Corporate Team.

III. PROCESS

At the Corporate Team retreat held on September 25-27, Deputy Director asked each of the Assistant Directors to identify priority workloads and work products for FY 96. The Assistant Director for Use and Protection called for the formation of a design team, representing each AD. The design team developed a process to identify workloads and work priorities within the Washington Office. The team was composed of at least one member from each AD's staff plus 2 from the Director's staff. Team members were: Kit Muller, Jim Kennedy, Mike Ferguson, Jean Austin, Cal McCluskey, Joe Kraayenbrink, Bob Bainbridge, Deb Rawhouser, Mary Linda Ponticelli, Jan Gamby, Tony Danna, and E.K. James. The design team worked with an outside facilitator to refine the process and to facilitate a workshop to identify WO work and priorities. The workshop agenda, outlined below, was developed by the design team and facilitator and modified as the workshop progressed.

Tuesday - November 28,1995

8:00am - 8:30am	"Gathering"
8:30am - 8:40am	Welcome/Introductions
8:40am - 9:00am	Setting the Stage - Including why we are here; review of BLM mission and corporate agenda and how they relate to the work of these three days -- Opening Remarks by the Director and Deputy Director
9:00am - 9:30am	Participant introductions in "Work Groups"; "Expectations"
9:30 - 10:00am	Group Ground Rules/Guidelines; Explanation of the "elements of change" process we will follow for the total three-day session
10:00am - 10:15am	BREAK
10:15am - 11:30am	Condition A - Describe Current Situation Assessment of Strengths, Weaknesses, Opportunities and Threats
11:30am - 12:30pm	Lunch Break

12:30pm - 2:30pm	Continue work on Condition A - Current Reality Small groups described major categories of current work being accomplished by Washington Office staff; Flipcharts listed current work of WO in varying levels of detail and Cal's Matrix (Appendix A) was shared listing plans, initiatives and strategies that include WO work. Charts were reviewed and used by the design team and facilitator to focus work of Day 2.
2:30pm - 3:30pm	Review and report out work of small groups
3:30pm - Adjourn	

Wednesday, November 29,1995

8:00am - 8:30am	"Gathering"
8:30am - 9:00am	Review accomplishments of Day 1 and Agenda for Day 2
9:00am - 11:30am	Condition B - Goal or "Ideal" Situation; Small groups describe BLM 2 years from now with regard to Washington Office workload in 10 categories. Categories were groupings of current work identified on Tuesday.
11:30am - 12:30pm	Lunch
12:30pm - 2:30pm	Complete Condition B Small groups started work on indicators/signposts of progress for each of the 10 categories
2:30pm - 3:30pm	Review and report out work of small groups

Thursday, November 30, 1995

8:00am - 8:30am	"Gathering"
8:30am - 9:00am	Review accomplishments of Days 1&2 and the Agenda for Day 3
9:00am - 11:30am	The design team and facilitator consolidated the 10 categories into 6 goals statements of like items. Small groups worked on refining the goals statements and identifying assumptions related to the goal statement. Report out of small groups.

11:30am - 12:30pm	Lunch
12:30pm - 2:30pm	Small groups identified back actions needed to use and implement work of the workshop.
2:30pm - 3:30pm	Report out of small groups to workshop participants, Assistant Directors (2) and Deputy Director. Closing comments were made by the Deputy Director, Assistant Director for Use and Protection and Assistance Director for Business Practices.

In order to assure as comprehensive a product as possible, the design team decided on a workshop target participation list of all Group Administrators, all Team Leader, 1-2 additional members from each team, all members of each AD's immediate staff and as much participation as possible from the ADs. Working with an outside facilitator, the design team proposed a workshop designed for 80-100 people. Approximately 85 people participated throughout the session.

IV. RESULTS

Results from each section of the workshop are briefly described below. Information from each section built on the previous session. In addition, discussions from all sections were used to identify common assumptions and recommendations.

A. Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)

The first exercise was called a SWOT Analysis. This was a brainstorming session held early in the workshop. The goal was to brainstorm a list of strengths, weaknesses, opportunities, and threats related to the Washington Office. This exercise helped to identify assumptions and opportunities to focus WO work on areas of strength, and opportunities to reduce weaknesses and threats. A number of thoughts came out in the SWOT exercise. The more common ideas are listed below.

1. Strengths of this Office (What works in the Washington Office?)

* Headquarters is able to provide consistency in guidance, implementation, and liaison between the national level and the field level.

* Washington has a diversified, cooperative, professional, experienced, committed, hard working and talented workforce that provide a scientific and legal basis for administering the Corporate Agenda. In addition, it provides support Bureau wide and to savvy politically entities, while quickly responding to changes.

* There is an ability to see the big picture that is of value to the entire agency. The focal point for the Global view of the Bureau's mission that captures the political realities.

* Immediate access to external national constituent groups, other agencies, Interior Department, and Congress that provides a unique Beltway astuteness to perceptively and effectively represent the agency in budget/legislative processes and related political initiatives.

* Career talent can do much to keep the "TOP" management out of trouble.

* Can make things work for the land and the Executive branch.

* HQ has immediate access to the Department, Congress, other agencies and Non Government Organizations at the National level. We have ability to react quickly if necessary.

2. Weaknesses (What doesn't work in the Washington Office?)

* The connectivity to field/ground is weak and getting worse because of losing linkages and weak defined roles. Connectivity to field offices is weakening.

* Loss of skills, reduction in capability, and lack of mobility are contributing to reduction in moral level. Low morale due to skill mix decline, increased workload, loss of career mobility, no turnover of WO personnel to the field, and team concept faltering.

* Loss of personnel, talents, and fiscal resources is complicating everything.

* The TEAM concept is faltering. Need to communicate with team leaders, members, etc., be willing to admit the failures and be willing to change team membership, use floaters between teams, recognize critical skill shortages, switch people, teams, and groups between AD's if necessary, listen to individuals in a sincere manner.

* Distribution and accountability for work is uneven and confused by the existing team structure.

* It is often difficult to determine who is accountable.

* There is a general feeling of a lack of understanding of where the agency is headed.

* A shortage of clear leadership accountability and direction of where the agency is headed; lack of focus/guidance on objectives/goals/vision; priorities not adequately communicated; and no accountability for decisions.

* Lack of feedback from "top" management due somewhat to the physical separation of MIB and L Street personnel.

* Increasing workloads, decreasing workers, uneven distribution and accountability for work, reorganizational confusion, no motivation for collaborative work, loss of technical expertise, and inefficient use of people is partially due to too many unfunded, understaffed commitments.

* Political agenda drives the workload to excess, while we lack political knowledge and dealing in the political arena.

* Lack of organizational parallelism between WO and states and between states. Lack of understanding and support of WO by field and HQ management. (Are there one or many BLMs?)

3. Opportunities for Success in the Washington Office

* Personnel reacted positively to this section. Action is required and there must be a willingness by all levels to flex, try, fail, experiment etc.

* Continue process to identify priority work so that workloads become more structured (focused) on priority work.

* Organization Structure must be fluid, we will always be in some form of transition. Individuals learn to accept that faster than organizational structures do. Team creation, elimination and function should not be cast in stone. Match the resources to the work, not work to resources.

* Build public support through customer service initiatives, partnerships, cooperative agreements, and informative efforts of many kinds.

* Use more teams and match to specific goal-oriented work.

* Expand opportunities for individual employees.

* Headquarters ability to provide consistency in guidance, in implementation, and liaison between the national level and the field level.

* The focal point for the Global view of the Bureau mission that captures the political realities.

* The Corporate Team is empowered to establish and manage priorities to minimize disruption from continuous changing priorities and demands for team participation.

* The organization will be designed to efficiently accomplish and adjust to priority work; work teams are managed to use, share and develop individual talents and provide for the implementation of innovative ideas. Risk and possible failure are accepted consequences of being innovative.

* The work force will provide expertise and staff support to the Department and top BLM officials resulting in a true sense of being part of the Executive Branch.

* Certain work has to be done in the WO; core WO work will continue despite available resources

* Commit to and stay-the-course as much as possible accepting and maintaining established priorities.

* Clearly delegate work allowing for mid-level subordinate managers to determine work assignments whether individual in nature or the need to establish a Team to accomplish the work.

* BLM priorities will equate to Departmental and White House priorities. The BLM's continuing requirements to respond to shifts in political priorities will not change, and the organization must plan for it.

* As demands placed on the Washington Office increase, State and Center offices will be required to assume additional work passed on by the WO.

* The BLM will be allowed to take time to plan and implement a more systematic approach to "unplanned work."

* The WO and State and Center offices will be unified in their definition of and approach to organizational goals.

* Advance creative ideas.

* The BLM will continue to attempt to pursue goals that are sometimes not clearly stated; a process for goal clarification will be required.

4. Threats to Accomplishing Desired Performance at the Washington Office

* We are losing institutional memory, human and otherwise.

* What is the future of the HQ and what can be done to revive it? How do we get new blood in. How do we keep experience moving through the organization?

* Failure to adapt to fiscal, political, public, social, and economic change.

* Low morale is a result of:
  - Loss job security caused by impending downsizing & reorganization.
  - No defined career path opportunities.
  - More generalization, resulting in no specialist and Loss of expertise in anything.
  - Disappearing from BLM culture is the institutional memory.
  - Most Washington Office employees are mid-career, there is a lack of diversity.
  - Reduced funding results in poor public service.
  - Continue erosion of our effectiveness could result abolishment of our office.

* Not meeting needs of our customers will lead to:
  - Further reduction in budget/staff.
  - Expanding public pressure for conflicting uses of public lands and resources.
  - Loss of professional cadre and skilled resources to do the job.
  - The Bureau will lose its land management leadership role.
  - Public perception could lead to abolishment of BLM/WO-BLM.

* As public and congressional hostility to federal public land management continues to grow:
  - There is increased politicalization vs. professionalism in our work products.
  - Uninformed and excessive political influence in congressional public land management decisions.

- Increased Congressional initiatives to reduce the effectiveness of environmental laws and declining budgets.
- Growing support for returning public lands to the states.

* There is an increasing lack of organizational parallelism between understanding and support of WO by field and Headquarters management. (Are there one or many BLMs?)

* Threats of increased litigation due to lack of Headquarters oversight from many sectors.

B. Washington Office Workload

The second exercise was to list all the work currently being done in the Washington Office that the group of 85 people could identify in about an hour. The resulting list was quite extensive. The group then went back through the list and asked "which of these tasks could best be done in the Washington Office?" Items on this list were later grouped by the design team into the 10 categories listed below. In preparation for this exercise, a matrix was put together prior to the workshop. It identified ongoing/current commitments made in existing strategy plans and initiatives. This matrix is included as Appendix A.

1. Strategic Direction

- Strategic planning - overall oversight and coordination
- Special areas strategy conference
- Develop land tenure strategies
- Review all FO reorganizations
- Participate in special task forces (Departmental Science Board. WGA, rangeland health indicators, etc.)

2. Policy Leadership

- Policy and regulation development
- Resource assessments - develop integrated strategy
- Rangeland Reform Initiative (temporary team at WO)
  review and WO approval of manuals and handbooks, review of standards and guidelines for consistency, overall support of RACs, interpretations of regulations, transition to implementation from AD-400 to AD-300, etc.
- Pilot use of recreation fees
- Develop/write or facilitate field development of manuals, handbooks, IMs, IBs, etc.

- Explore national level alternative funding sources for BLM activities (cost share, cost recovery, fee structures)
- Resource planning
  revise BLM planning process (handbooks/manuals), contact point for handling environmental compliance/NEPA issues, resolve protests of RMPs, contact for environmental justice, contact for rural economic development, etc.
- REGO II oversight
- implement existing "Concept To Commitment" policy document
- Distribute White House interagency ecosystem report and ensure recommendations are implemented by Field
- Develop a recreation permitting policy
- Policy for/oversight of abandoned mine/hazmat inventories
- Acid mine drainage
- Prescribed fire initiative

3. Communication

- Collaboration and development of national level partnerships
- Litigation coordination and tracking
- Marketing information
- SOL coordination and review
- respond to Congressional inquiries and complete Congressional reports
- prepare legislative reports/analysis, prepare BLM testimony and preparation for hearings, and respond to other agency reports and testimony
- respond to requests for congressional briefings and meetings
- communication and info sharing - internal and external
- propose legislative initiatives
- Providing briefings to Dept/Hill and corporate team
- WWW - INTERNET; develop and maintain home page
- Facilitate coordination between FOs
- Correspondence management
- liaison with interest groups
- brochures, trade shows/fairs, etc.

4. Legislative Involvement

- Fire drills - crisis intervention (e.g. public, Congress, public affairs)
- Preparation for participation in Congressional hearings
- Legislative review/comment (ANWR, ESA)
- Wilderness legislation
- Arctic National Wildlife Refuge
- details/temp. assignments to "hill" agencies

5. Budget

- strategic budget plan
- Participate in departmental financial policies
- budget justifications to Dept.
- budget Q&A to Congressional committees
- affects and capabilities statements
- PAWP directives to field offices
- AWP directives to all offices
- mid year review activities
- CFO report to Dept.
- routine responses to budget inquiries

6. Administrative Leadership

- position management and filling vacancies
- performance evaluation and awards
- training and employees development
- time and attendance
- miscellaneous personnel actions
- procurement. travel, budget

7. Interagency Coordination

- Interdepartmental/Interagency collaboration and cooperation:
- International/intergovernmental cooperation - coordinate visits, meetings, briefings, orientations, etc.
- Communicate ecosystem management approach with other agencies

8. Process Improvement

- Working with government wide standards and measurement setting group
- Develop measures and indicators to assess conditions of ecosystems and results of agency performance
- Work flow management
- Evaluate and identify improvements for Bureau wide processes; lead reengineering efforts
- Process for handling appeals and litigation
- Improve customer service
- NPR, GPRA work (reengineering)
- Regulations - prepare/develop; review; process
- streamlined PIPR system and increased employee recognition system

- regulation reduction/rewriting in "plain English"
- eliminate: redundancy, obsolete regs
- new regs drafted in response to legislation/court actions on BLM's initiative

9. Performance Evaluation and Accountability

- Coordinate and consolidate input into annual reports (FLPMA, CFO, etc.)
- Program reviews and evaluations (oversight)
- GAO audits/IG complaints
- Implement DOI initiatives i.e. proclass; performance evaluation

10. Routine Functions

- PILT program
- Operations (film permits, mine patents, RMD reports, garnishment, reg writing, military withdrawal issues, FOIA, security, etc.)
- WO small purchases
- social events planning
- CFC, health open season, savings bond drive, thrift, blood drives
- Responding to outside protests/appeals
- Property acquisition and support
- compliance with NEPA and EOs
- prepare veto and signing statements
- administrative support (records keeping function, time keeping, travel, safety, intra/inter agency agreements, assistance agreements, Bureau purchase card program, receiving, mail management, printing, space management, uniform program, WO & ESO American Express, PCS travel moves, imprest, property and supplies, copy machine management

Note: Once the current work from this exercise was grouped into similar items it became apparent that these categories coincidentally correspond to the categories describing the role of the Washington Office as defined in 135 DM 3.2.. Therefore, the exercise validated the components of the WO roles and responsibilities identified in the manual. The balance of the workload between categories may or may not be optimal, however most of the work identified does fit the categories.

11. Other Work

There were some additional work items identified which did not seem to really fit specific categories identified in the Departmental Manual. They included:

- environmental education curriculum development
- providing technical guidance on complex cases
- Manage other initiatives - HBCU, IPAs, accessibility program
- EEO (resolve investigative backlog, report to DOI, etc.)
- Coordinate and collect information, maintain data bases, standardization of data, etc.
- Integrated resource assessment development - ongoing assessments, assessment library, Rangeland Health Indicators, Mineral assessments, etc.

C. Goal Statements

The third exercise was to identify desired future conditions. Workshop participants originally identified 10 categories. These 10 categories were later consolidated by the design team into six goal statements. These goal statements relate directly to the work (or how to do the work) of the Washington Office.

1. Communications

Improve utilization of automation technology in communications, especially with the field; clearly state BLM mission to our customers (including: BLM policies and position relative to particular issues); strive to achieve greater efficiency in disseminating information through increased use of the technology (including the INTERNET, automation tools, etc.); improve internal/external communications by considering outreach efforts to "untapped publics," improve by refocusing (do not spend lots of time with minor events); strive to maximize efficiency in organizational design by planning/managing for interruptions (e.g., determine whether a WO information desk is needed).

2. Technology

WO has a knowledgeable technologically enlightened staff which uses (does NOT develop) appropriate and stable industry standard technology to streamline work processes and communications.

3. The WO Work Force and Environment

WO work is productive, meaningful and enjoyable while providing for growth and development of the employee. This will be achieved through a work unit that is well focused, efficient and functions as a team with clear goals and priorities. The Corporate Team and State Directors will jointly support the WO through the effective division of labor, timely and efficient communication, a identified decision making process, assigned accountability and an responsive career- enhancing personnel management policy.

4. Washington Office Work Processes

In 24 months, we shall have streamlined/reengineered our work processes so that priority work can be accomplished more efficiently. Within this time frame, we will meet the following objectives:

This goal in particular had several objectives related to the core work of the Washington Office.

a. Streamline/reengineer priority work processes including:
   - Evaluation systems
   - Legislative initiatives
   - Regulatory reinvention
   - Record keeping/directives management

b. Identify the role of the WO in streamlining processes used Bureauwide
c. Eliminate or decrease unnecessary levels of review
d. Redistribute levels of accountability/delegations of authority
e. Use the following steps to meet the above stated goal and objectives:
   i. Identify priority processes for streamlining/reengineering
   ii. Prioritize list of processes to be evaluated based on risks involved, return on investment, interdisciplinary input improving work processes, et al.
   iii. Identify assignments and methods for streamlining/reengineering
   iv. Complete assignments
   v. Obtain management approval and implement processes

5. Partnerships

Enhance and maintain existing national/international partnerships and facilitate the development of others to support and accomplish the Bureau's Mission.

6. Work to be Done

Consistent with the Washington Office leadership role, work done in the WO must: Implement the BLM Mission/Corporate Agenda; Meet legal obligations (FLPMA, NEPA, etc.); Implement initiatives of the Administration; Support field functions; and Address customer needs.

An initial action plan was developed for each goal statement at the workshop and later refined by design team members and volunteers from the workshop. These action plans identified steps that would move us toward the goal statements and ways we could measure progress toward the goals. These action plans are contained in the workshop notes and provide a good starting point for small teams sponsored by various AD's to begin taking steps to move the Washington Office toward the identified objectives.

D. Assumptions

Several of the discussions and outcomes from the Bethesda workshop were based on certain assumptions. While not totally uniform, there was pretty good acceptance of the assumptions within the group. The Bethesda participants asked that the ELT/Corporate Team endorse or revise the following assumptions. For the most part, these assumptions are in line with assumptions adopted by the Corporate Team for developing Bureau-wide contingency plans to deal with projected budget trends

* The organization will be designed to efficiently accomplish and adjust to priority work; work teams are managed to use, share and develop individual talents and provide for the implementation of innovative ideas. Risk and possible failure are accepted consequences of being innovative.

* The Bureau will continue to emphasize putting its fiscal resources at the field level.

* Some national level work will be done elsewhere (e.g., field) or will not be done

* BLM priorities will equate to Departmental and White House priorities. The BLM's continuing requirements to respond to shifts in political priorities will not change, and the organization must plan for it.

* Staff, dollars, and other resources (i.e., time, opportunity to communicate) will continue to be reduced.

* As reductions in resources continue, non-discretionary demands placed upon the BLM WO by the Office of the Secretary will increase.

* Workloads will be structured (focused) on priority work.

* Partnerships further Bureau objectives by providing technical expertise, dollar contributions, political support, staffing support, information gathering and sharing, and a communications pipeline.

* Partnerships will be maintained and developed through a centralized mechanism where policy and criteria are established.

* Partnerships can be consolidated and shared with other Federal agencies to maximize limited financial and staffing resources.

* We will continue to have unplanned work (unscheduled, on-demand work is the primary workload), and interruptions to routine operations due to unplanned work will continue.

* Certain work has to be done in the WO; core WO work will continue despite trends in available resources

* WO employees will have broader skills (specialists will be needed, but will have broader responsibilities)

* Limited opportunities to diversify the work force.

* Clearly delegate work allowing for mid-level subordinate managers to decide work assignments whether individual in nature or the need to establish a Team to accomplish the work.

* The skills required to do the work of the organization will change, e.g., use of electronic technology will replace manual documentation and record keeping; enhanced skills in outreach and customer service will be required.

* The number of experienced technical personnel will continue to diminish, thereby reducing institutional memory and requiring either enhanced recruitment and training efforts or the modification of technical processes to accommodate lesser trained and experienced staff.

* With the anticipated necessity to utilize employees in more than one capacity, the organization will be required to develop more skills among individuals in coordinating with members of Congress and in analyzing legislative processes as they apply to various resource programs.

* The BLM will continue to strive to generate more interest in the health of the public lands.

E. Consolidated List of Help Needed from Corporate Team

The strongest feedback message from the participants was a hope that the work generated at the workshop would not fall by the wayside. There was a real concern that all the effort would be lost. A number of specific requests to the Corporate Team were identified to help maintain the momentum.

1. Structure the WO organization to efficiently accomplish the priority workload.

2. Reestablish communications and sharing of resources between the WO and State Offices for collective understanding and support.

3. Implement a decision-making process that clearly names which members of the Corporate Team, their subordinate staff and/or individuals are responsible.

4. Provide clear delegation of work to the subordinate level for responsive follow through.

5. Continue to expand the use teams with interagency and NGO representation.

6. Approve a mechanism to maintain and monitor existing partnerships and establish policy and criteria for developing future partnerships.

7. Eliminate any barriers to partnerships with other agencies.

8. Support National Training Center courses on partnership development.

9. Facilitate establishment of a Public Lands Foundation.

10. Explore and implement options to accomplish program or initiative work on national scope.

11. Develop and implement a mobility and tenure policy that provides for the needs of the organization and employee.

12. Manage personnel to provide for flexibility and sufficient skill mix to accomplish the priority work.

13. Expand agency use of existing and new personnel and mobility options to achieve agency and employee goals.

14. Eliminate or decrease unnecessary levels of review.

15. Redistribute levels of accountability/delegations of authority.

16. Corporate Team needs to "lead the march" in improving communications.

17. Corporate Team needs to recognize that priorities have to be acted on immediately.

18. Corporate Team needs to look at assumptions and plan to deal with them to better manage the WO.

19. Approve a mechanism to maintain and monitor existing partnerships and establish policy and criteria for developing future partnerships

20. Eliminate any barriers to partnerships with other agencies.

21. Explore and implement options to accomplish program or initiative work on national scope.

22. Structure the WO organization to efficiently accomplish the priority workload.

23. Reestablish communications and sharing of resources between the WO and State Offices for collective understanding and support.

24. Identify and implement a decision-making process that clearly names which members of the Corporate Team, their staff and/or individuals are responsible.

25. Provide clear delegation of work to the subordinate level for responsive follow through.

26. Identify the role of the WO in streamlining processes used Bureauwide.

27. Eliminate or decrease unnecessary levels of review.

28. Redistribute levels of accountability/delegations of authority.

F. Feedback from Participants

Some people's expectations were met, others' were not. Those who had hoped to develop a rank order list of Washington Office work elements were somewhat disappointed. Those who wanted to learn more about other peoples' jobs and roles, and those who wanted to begin a systematic effort to look at how work is prioritized were satisfied with the workshop. Some of the specific comments are listed below.

* Continue the energy & momentum from Bethesda while at the same time avoiding duplication. This can be done by rolling the Bethesda meeting into Blueprint II and HQ Assessment, and implementing the action plans for each of the goal statements..

* Should be useful in focusing energies in the Washington Office in areas we need to emphasize and also identify areas we may want to reduce the emphasis.

* Capture and capitalize on the list of work done in the Washington Office.

V. CONCLUSION

Several recurring themes which have a bearing on organizational structure came out of the Bethesda workshop.

1. Washington Office employees pretty well validated the Washington Office role statement as described in the new 135 Departmental Manual.

2. There is a real NEED to focus on communication, training, collaboration, information flow, for ecosystem implementation (including outreach).

3. Organizational goals of the Washington Office need to be clearer and focused on the work that needs to get done and can only be done in the Washington Office.

4. Work generated in response to special requests and other work assignments (HAS BEEN ESPECIALLY TIME CONSUMING).

5. There is pretty uniform acceptance that budget and workforce numbers will decline in the future.

6. It is difficult to identify specific work items or tasks that the Bureau will stop doing, or that the Washington Office will no longer be involved with. It is likely that most of the workload elements currently touched by the Washington Office will continue to be touched by the Washington Office. However, some tasks could probably be more of a "pass through" operation and less developmental. The way withdrawal review

packages are processed may be applied to other tasks as well.
WO will continue to be involved in most of the programs, projects, initiatives, and other work products. However, there are opportunities to change the level of involvement by shifting from review/oversight to "pass through" functions in many area. Networking and facilitating the processing will be a major role of the Washington Office as opposed to creating the product.

7. A large portion of work in the Washington Office is unanticipated and not planned for. While it is not possible to anticipate precisely what will come up, it is possible (and necessary) to plan for it. the daily unrecognized workload may represent up to 50% of workload for some. This is often not recognized by management since it does not result in follow up actions by management. However, it impacts the ability to focus on major Bureau projects and initiatives. This workload needs to be recognized as important customer service component of corporate agenda.

8. The more feasible role of WO staff in the future would be to facilitate the movement of field office work products through the surnaming process. In other words, a field office work product that has been reviewed/surnamed/approved by an appropriate authorized officer/signatory official in the field (e.g., AM, DM, DSD, ASD or SD) will "pass through" the appropriate WO team(s), AD(s) until it receives final approval and is signed by the appropriate BLM or DOI official. Adopting this approach, of course, will place greater responsibility on field office personnel who prepare such documents since the degree/amount of review will be significantly decreased.

VI. WHAT HAS HAPPENED SINCE NOVEMBER 30, 1996?

A. Corporate Team briefing

On December 4, 1995, the Corporate Team was briefed on the Bethesda workshop and results. The Corporate Team was pretty supportive of the effort and wanted to make sure to maintain the momentum started in Bethesda. They wanted everybody to know they take the information generated seriously and care enough to identify some "next steps."

The Corporate Team identified several follow-up actions/assignments:

1. Prepare a report of the session, complete with some long term recommendations and present the report to the ELT in January. Responsibility for this will fall on the design team.

2. Assemble 2-3 people to refine and validate the 6 goal statements to be used as a filter in determining priorities. This will involve reviewing the work from

last week (to make sure we accurately and completely reflect what people came up with) and getting some feedback from the 2/3 of the WO that was not there last week. A member of the design team should co-ordinate each of the 6 small groups.

3. Assemble a 7th small group to flesh out how to handle the unanticipated, reactionary kind of work we do.

4. Make a presentation to the Field Committee next week outlining the results and future actions.

The Corporate Team also made a couple of commitments to help keep us moving in the right direction. They agreed to lead a discussion at the next ELT meeting (January) to try to come to grips with the assumption we had the most trouble with. That was the one about how much national work currently being done in Washington can we realistically expect can be done in the States? They also suggested the Director might mention the effort and his impressions in his next weekly letter to employees.

B. Furloughs

A couple of things happened during the December 16-January 8 shutdown which have a bearing on the results of the Bethesda Workshop. The most relevant development was a draft revised *Blueprint for the Future.* Many people have long felt that the original Blueprint was fine as far as it went, but really could be improved with a little more detail. Therefore, the updated version identifies the original 5 Blueprint goals. These did not change. A series of Strategic Objectives have now been identified to identify the types of things the Bureau must do to achieve the Blueprint goals. It also contains a description of some funding priorities and related WO and SO workloads.

C. Headquarters Evaluation Team

A team has been formed to take a look at the WO organizational structure. The team will be looking at what is working and what is not working, and recommend adjustments to the WO Organizational structure.

VII. RECOMMENDATIONS (WHAT'S NEXT?)

Several recommendations came out of the workshop. The first is to use information captured at the workshop as baseline information for other organizational (e.g. HQ Assessment) and workload (e.g. Blueprint II) exercises. Also, use the filtering process envisioned at Bethesda as a tool to review and decide what work to do here in the Washington Office.

A. Using Work Prioritizing Filters/Screens

The concept identified at the workshop is to use as series of **"filters or screens"** to look at current and potential work and decide whether or not to do it here at the Washington Office and to help establish priorities **(see Figure 1.).** The first screen are the 5 Corporate Goals from the Blueprint for the Future. If work does not directly support the Blueprint, we should seriously question why we are doing it. A second, finer filter could be the Washington Office Role statement as defined in the Departmental Manual. The goal statements then represent a third screen. If work we are currently doing supports the Blueprint, is consistent with the role of the Washington Office and moves us in the direction of accomplishing one or more of the goal statements, we should continue doing the work. If the work does not pass any one of these tests, it becomes a serious candidate as work to be de-emphasized or stopped altogether. Additional filters that could be applied to assist with prioritizing work are funding priorities given through the annual budget process; each Teams' Charter and Action Plans; and feedback from internal and external customers.

Each team under each AD should apply the filter concept in developing work plans for the current fiscal year. Each task or potential work product for all teams within the Washington Office should move the Bureau in the direction of achieving the *Corporate Agenda/Blueprint Goals*. Work must conform the *Role of the Washington Office* as defined in 135 DM. Work needs to support the *Strategic Objectives* identified in the revised Blueprint. And, all work done by all teams in the Washington Office should support one or more of the 6 *Goal Statements* developed from the workshop held in Bethesda in November, 1995.

B. Strategic Objectives Matrix (Blueprint II)

Use the work identified at the workshop to compared WO work with the strategic objectives matrix being developed for the next iteration of the Blueprint (Blueprint II). This will serve 2 purposes. First, it will serve to ground truth the Blueprint matrix. There may be some additions or modifications needed to the matrix. Secondly, it will identify major work elements currently being done which do not fit within the strategic framework. Presumably, these would be strong candidates for things to stop doing or de-emphasize. A temporary team is currently completing this recommendation.

C. Report to Headquarters Assessment Team

The design team recommended that the Headquarters Assessment Team use some of the information captured at the workshop. A separate report from the workshop was prepared and submitted to the Headquarters Assessment Team. This report was a

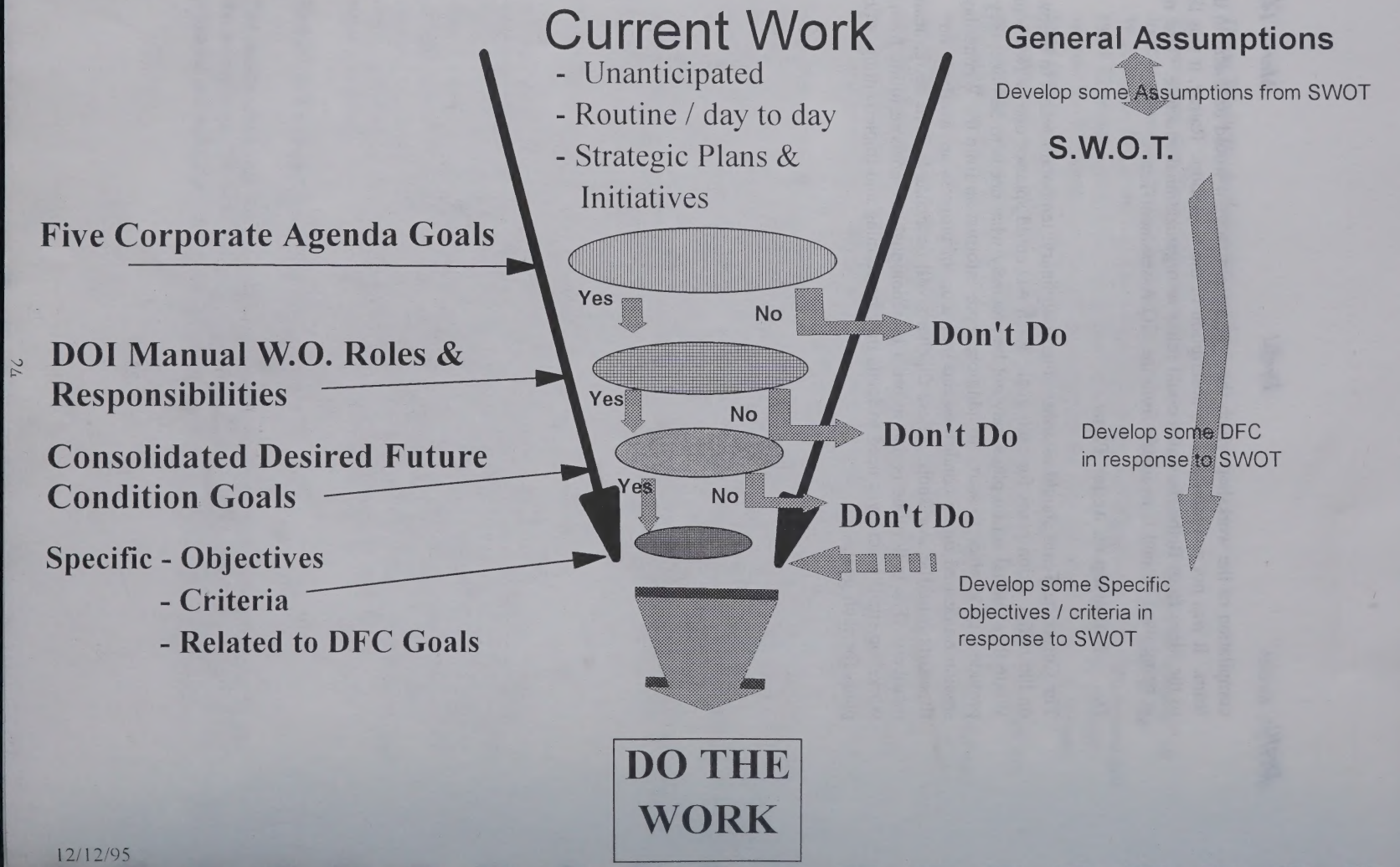
compilation of the workshop which the design team thought would be useful to the team. It was not a comprehensive description of the workshop. Rather, it was limited to the ideas from Bethesda which could relate to organizational structure. That report is being used by and is available from the HQ Assessment Team.

D. Follow-up on Action Plans

The Corporate Team should establish interdisciplinary, temporary teams to follow-up on the initial action plans for each goal. Each AD could sponsor one or two teams. While these initial action plans may not be precisely what needs to be done, they provide a good place to start. In addition, more information from the Wednesday session on desired future conditions and indicators of progress are available on flipcharts from the workshop. These flipcharts will be available from design team members. The bottomline is that in order to accomplish the goals resulting from the workshop small teams will need to focus time on refining and implementing action plans for each goal.

WORKLOAD SCREEN PROCESS

Figure 1



APPENDIX A

STRATEGIC PLANS / INITIATIVES IMPACTING WO

DRAFT

PROGRAM STRATEGIES					
PLAN / INITIATIVE	WHO PREPARED	WHEN COMPLETED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
F&W 2000	WO / Field Teams / S.D. Team Leader; Partner Groups/State Fish & Wildlife Agencies	1987 - 1995	Outline goals, objectives and strategies for fish, wildlife, special status species. In addition, 15 Component Plans for species / communities have been completed.	Approved by Director Jamison. Numerous actions identified have been implemented with many still incomplete.	Several WO Teams (Biological Resources, Visitor Svcs. & Partnerships) have identified or are working on actions identified in this plan.
State F&W 2000	Field Offices State WL Agencies, Partners	1988-94	Each BLM State Office completed a step-downed plan tiered to the national F&W 2000	Approved by State Directors	Many site-specific projects and actions completed. No comprehensive tracking however.
Recreation 2000	WO / Field / Partners	19__ Revised 95	Outlines goals, objective for Recreation Program	Approved by Directors Jamison and Dombeck	Visitor Services Work Plan has identified priority actions to be implemented. Work ongoing.
EO Recreation Fishing	White House	1995	Outline mandate to enhance Rec Fish opportunities	Implementation stage	States need to participate in coordination, Bureau-wide planning
Riparian Init. 90's	WO / Field Team	1991	Outline goals, objectives and actions for achieving 75% or more of BLM riparian areas in Proper Functioning Condition by 1997.	Approved by Director Jamison	States developed State-level Riparian Strategy Plans. Implementation ongoing. BLM still has much work to do to achieve overall Goal.
Our Growing Legacy	WO / Field Team that included Mgmt.	1993	Outlines goals for ecological approach to woodland management / forest for BLM	Approved by AD for Lands and Renewable Resources and Director Baca	Implement forest / woodland concepts into BLM fire, wildlife, range, etc programs. Implement sustainable mgmt. principles into BLM programs
Range of Our Vision	WO Range Staff	1990	Outlines goal of achieving desired range conditions by 2009.	Approved by Director Jamison - retracted by Director Baca.	
Interagency Wilderness Stewardship - A Strategic Plan	Strategic Planning exercise by participants at the 6th National Wilderness Conference in Santa Fe, NM: POC - Jeff Jarvis (SALT Team)	11/14/94	5 broad goals	In surnaming process by FS, BLM, NPS, & FWS	Implementation of 36 action items
Volunteer Strategy	WO / Partners / Volunteers / Volunteer Coordinators	11/94	Outlines goals, objectives for partnerships and expanding volunteer involvement		

PLAN / INITIATIVE	WHO PREPARED	WHEN COMPLETED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
Environmental Education National Strategy	WO Task Group	6/95	Outlines goals, objectives on educating the public about ecosystems		

CORPORATE STRATEGIES / INITIATIVES

PLAN / INITIATIVE	WHO PREPARED	WHEN COMPLETED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
2015 Report	Variety of teams - lots of input from field mgrs.		Identified many actions that focused on re-engineering processes (budget, procurement, etc.)	Bureau Mgmt. Team	
DOI Manual - WO Roles	WO	1995 sent to Dept.	Defines BLM's WO structure, roles, functions	Draft in Dept. at present	
Blueprint for Future		1992-95 & ongoing	Outlines new Mission, established Corporate Agenda along 5 over arching Goals	Signed 1994	
IRM Strategy					
GIS Strategy					
Law Enforcement Strategy					
Env. Education Strategy	Env. Ed Team	1995			
Modernization Plan					
Wild Horse & Burro Mgmt. Strategic Plan	Wild Horse & Burro Staff w/ Field Personnel	1992	Outlines goals / objectives for management of wild horses and burros on BLM lands		
Healthy Rangelands	Cast of 1000's	1994-95	Revises existing grazing regulations, created Resource Advisory Councils, Standards and Guides for compliance and monitoring	Increased public involvement; strengthens compliance, more balance, requires new manuals, handbooks, forms, training. Litigation during early phases.	
BLM Weed Strategy	WO/Field Team	1995	Elevated weed management as priority w/in BLM. Outlines numerous goals, objectives and actions.	Implementing, increased workload, involves many state and local agencies; increased public expectation.	
Timber Salvage Initiative	WO/Field Team	1994-96	Largely driven by legislation but also tied to forest health issue in general.	Congressional interest high, impacting most BLM States;	

PLAN / INITIATIVE	WHO PREPARED	WHEN COMPLETED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
Rescission Act Implementation	WO/Field Team	1995-96	Driven by Legislation	Congressional interest high, OR other states	
Implementation of President's Forest Plan	WO/Field Team	1995	White House/Secretarial initiative to accelerate implementation of the PFP and offering of timber sales	Congressional interest high, timber sale targets established for FY95 and 96	
Forest Health	Interagency Team		To be closely tied to fire and other land health issues	Early stage of development	Policy development and implementation
Sunset Pacific Yew Act	WO Legislative Affairs	One-time-action			
Partnerships	Various	Ongoing	Administration of existing and formation of new	Continuous intermittent workload	
Revised Evaluation Process					
Customer Service Plan					
Budget 2000 Strategy					
Clarifying Roles / Workloads - WO					
BLM Planning Process Revisions	Planning Team		Revise / streamline 1600 planning manuals / handbooks	early 1996	
WO Reorganization					
Dear Colleague letters	Director Baca; Spec. Assst.				
BLM Summit Technical Specifications	BLM Summit Attendees				
Performance Measures	Performance Measures Team				
Interagency Ecol. Mapping Project	Ecosystem Coordination Team				
BLM Accessibility Initiative	WO/Field Offices; POC - Kay Ellis; HRM Group, Exec. Initiatives Team	1991; 1994-95	Initiative to incorporate accessibility into all service facilities, programs, and activities (reaffirmed as a priority by subsequent memo's).	Approved by the Director. National Coordinator selected 1995. State Coordinators appointed and roles and responsibilities outlined.	Numerous actions identified to implement the initiative Bureau-wide have been implemented, with much work still to be done.
Joint BLM / FS Riparian Initiative	Wayne Elmore, Don Waite, et al FS personnel	1995	Joint BLM / FS effort to improve western ripairian area.	Approved by Chief, FS & Director, BLM.	Part of Riparian Wetland Int. for 90's.

PLAN / INITIATIVE	WHO PREPARED	WHEN COMPLETED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
Watershed Analysis	BLM / FS personnel	1995	Joint BLM / FS approach to watershed analysis	Draft prepared for review	
Water Rights Needs Assess.	BLM WO / Field personnel	1994	Assessed needs & money proposed actions for water rights	Ongoing	
Rescission Act Implementation	BLM WO / Field personnel	1995-96	Driven by legislation and litigation	congressional interest high OR, other states	
Seeking Common Ground Initiative	Interagency committee	Ongoing	Interagency / NGO initiative to improve conditions and relationships in local area	Intermittent workload to WO 330, high interest in some BLM states, congressional districts	
Rangeland Health Indicators	BLM WO / Field personnel (Resource Assessment Team)	End of FY 96	Develope rangeland health indicators (regional)	Developing work plan at present	

ADMINISTRATION STRATEGIES / INITIATIVES					
PLAN / INITIATIVE	WHO PREPARED	WHEN PREPARED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
DOI Strategic Plan	Dept. of the Interior				
DOI Streamlining Plan					
Regulation Reduction	Reg. Mgt. Team (A Cheek)	6/95	Commitments to White House for external reg. streamlining	In process. Requires effort by many Hdqtrs teams. See related report to Dept.	Majority of work remains to be done, Dept. is not satisfied with progress to date.
Regulation Reorganization	Reg. Mgt. Team, Ads (M Reed)	9/95	Proposal to restructure BLMs CFR to reflect mission better	Proposal prepared by temporary team; no decision on project yet.	
Model regulatory preambles	Reg. Mgt. Team (A Cheek)		Model preambles for proposed and final rules to improve quality and standardization of BLM regulatory documents	In progress with Reg. Mgt. Team. Requires SOL input.	
Litigation support - range	Reg. Mgt. Team (M reed)		Provide support to SOL for efforts defending grazing regulations against industry litigation.	In progress with SOL	
Establishment of administrative record of rules	Reg. Mgt. Team (D Williams)	Initiated 3/95	Established legally sufficient record of BLM rulemakings.	Routine is established for new rules. Old rules still in process need to be incorporated.	
Indian self determination regulations	Department (I Senio)	7/95	Dept. asked Reg. Mgt. Team to serve on Dept. Team preparing various Ind. Self Determination regs. Takes 1/2 FTE	In progress, expected to last through about 3/96	
DOI Weed Initiative	Interagency Team,	1995			
ESA Counterpart Regs.	Interagency Team				
ESA Reauthorization	Interagency Team				
NPR Teams (list)					
DOI Land Exchange Initiative	Points of Contact: SALT Team - Ted Milesnek, David Cavanaugh	1994			

PLAN / INITIATIVE	WHO PREPARED	WHEN PREPARED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
Accessibility Data Management System (ADMS)	WO (BLM / BOR Interagency Agreement; DOI Memo; BLM Memo) POC - Kay Ellis, HRM Group, Exec. Initiatives Team	BLM / BOR Interagency Agreement - 9/94 DOI - 10/94 BLM - 11/94	DOI established ADMS (developed by Bureau of Reclamation) as the information management system to use in support of civil rights / accessibility programs. Initial work effort involves using ADMS to evaluate all BLM programs and facilities for accessibility.	Approved by Director Dombeck.	State coordinators trained in system. States getting online and developing implementation strategy for ADMS. Some state equipment (modernization) gliches. Work ongoing (multi-year effort).
Keystone Report Implementation	IM requesting feedback on the report; SALT Team - Dave Cavanaugh	1994-95	20 recommendations Pilot projects by BLM States	Awaiting field feedback	Exchange Initiatives and pending legislation may impact
Interagency Wild and Scenic River Coordinating Council	Interagency Task Force - WO rep and 2 field reps (total of 13) from each of 4 agencies (NPS, FS, BLM, and FWS)	Charter signed by Armstrong, Frampton, Lyons and 4 agency heads on 4/5/95	Federal Council providing a forum to identify & facilitate issues concerning implementation of the WSR Act; ensures consistency and involves regulatory agencies, e.g., COE, FERC, BOR, EPA, CG, BIA, FHWA, NRCS,etc.	Concept Paper distributed; held quarterly meetings with open public forums; in draft are 4 issue papers, Q&A, and public outreach strategy	
Special Area and Land Tenure Strategic Plan	SALT Team in conjunction with Field Office managers and key staff who deal with special areas	Draft Land Tenure component 1995	Bureau-wide comprehensive approach for managing special areas and using land tenure conveyances to complement them	National workshop being planned; draft strategy underway	

ROUTINE WO FUNCTIONS					
PLAN / INITIATIVE (Major Workload)	WHO PREPARED	WHEN PREPARED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
Bureau-wide Budget Development; Construction, Land Acquisition, Maintenance	WO Budget Team Lead w/ Assistance from other WO Teams / Groups and Subject-matter experts	Annually	Budget Justification FY Budget Plan to States Midyear Review EOY Analysis Appropriation Q&A's Agency Testimony	Continuous workload for WO Budget Team; Intermittent for many individuals / Teams in the WO - variable	
WO Budget Development	WO Budget Team Consolidates; WO Groups Prepare	Annually	WO Operating Budget	Intermittent workload in fall-early winter, at midyear w/ monitoring throughout by Budget Team and WO Groups	
Correspondence Controlled & General	WO Teams - usually individual subject-matter specialist; the Correspondence Team coordinates and produces final products	Ongoing	Includes both general and controlled		
Mgt. Evaluations	WO Mgmt. Improvement / Evaluation Team w/ assistance from WO & field personnel	Ongoing			
Tech. Program Reviews	WO Mgmt. Improvement / Evaluation Team in Coordination with WO Teams. Field personnel usually involved	Intermittent	Perform Technical reviews, evaluations of policy implementation		
LWCF project priorities	SALT Team coordination and consolidation - Subject Matter expert: David Beaver with assistance from AD-400 teams and field offices	Annually on a program year cycle	Field submissions reviewed Supplemental ranking criteria developed Brief ELT / HCT Issue approved list to field	Intermittent workload in spring & summer for multiple teams	
Assistance Agreements	WO / Field / Partners POC: Vicki Dixon - Visitor Services Team	1900's	CMAs, MOUs, IAs, all kinds of contractual & partnership efforts;	Approved	Funding limitation on some;
Interagency National Historic Trails Planning Initiative	Interagency WO / Field Team POC: Carl Barna - SALT Team	6/95	Provides for interagency coordination and cooperation in conducting studies, planning, protection, funding for the mgmt of NHTs	OR, CA, Pony Express, Mormon Pioneer NHTs Comprehensive Plan / EIS ongoing	Preparing BLM trail inventory and assessment data for Denver based planning team
Regulation / Manual Development	Ongoing 8360 regs; Input into revised planning system; POC: Jeff Jarvis, Rob Hellie - SALT Team	1995	8360 regs	Under development	

PLAN / INITIATIVE (Major Workload)	WHO PREPARED	WHEN PREPARED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
Memoranda, e.g., IM, IB's, memos to SOs and other agencies	Everyone has a part	Daily	Paperwork management; filing code; groupwise and e-mail transmissions	Ongoing	Bulletin Board; Shared files; home page internal capability
Fire Rehab Plan Review	WO Budget / WO 330	During fire season	Evaluate Fire Rehab Plan request in excess of $100,000		
Burn Area Emergency Rehab	WO 330 / RRR Steering committee	Annually	Interagency course on emergency fire rehab		
Colorado River Salinity Coor.	Coordinated with NARSC	Annually	Coordinate review Annual CRBSC report	Completed for 1995	
Grazing Fees & Trespass	WO - Range Team	Annually	Calculated grazing fee & issue instructions	up for 1996	

ADDITIONS					
PLAN / INITIATIVE	WHO PREPARED	WHEN PREPARED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
GAO / OIG external audits					
Closing of Military Bases	Congress, Reuse Committee (Contact : Dwight Hempel)	1995	BLM's real property interests: acquisition, management take over, exchanges, withdrawal actions	ongoing	Various projects and initiatives
Comprehensive Paleontology Management Initiative	WO / Field Office Task force	1993	Develope comprehensive plan for the management and protection of paleontological resources	ongoing	Revised collection regulations
Interagency Section 106 Streamlining	WO / Federal Preservation Officers / Field	1995	Outlines / provides template for national-level agreements with Advisory Council on Historic Preservation to make agencies self-sufficient in section 106 compliance	Approved by AD/U&P and DD; BLM has agreed to develop prototype agreement for 12-agency group	Development of prototype programmatic agreement in progress
BLM Planning Process Revisions	Planning Team		Revise / streamline 1600 planning manuals / handbooks	early 1996	
Environmental Compliance	Planning Team	as necessary	Revise NEPA manual / handbook	under review	
Resolution of RMP Protest	Planning Team	as necessary			
Coal Wetlands Environmental Study	RAT / Planning Team		Required by court order		
Heritage Education Strategic Plan	WO / Field Office Team	10/91	Outlines goals, objectives on educating the public about cultural resources: Outlined 14 programs to be developed	Approved by Director Jamison: Imagination Team created at the Anasazi Heritage Center	Fewer than half of the programs intended programs were ever developed. Focus has been on developing Project Archeology which there is tremendous nationwide interest
Adventure in the Past	WO / Field Team	4/91	Outlines mandate in the Archeological Resources Protection Act to establish a program to educate the public about archeology and its importance	Approved by Director Jamison	States need to participate in coordination, Bureau-wide planning

PLAN / INITIATIVE	WHO PREPARED	WHEN PREPARED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
Implementation of NAGPRA (Native American Graves Protection & Repatriation Act	Statutory, DOI WO BLM Field	1990-Continuing	Implementation of law requiring the identification and disposition of Native American human remains,funerary objects,sacred objects & objects of cultural patrimony	-under implementation -continuous work load -status report to DOI Contact -Stephanie Damadio	-ongoing identification, consultation & repatriation with Native Americans -regulatory language pending,- congressional report
Museum Property Accountability	Office of the IG DOI	1990 Revised every year	Correction of a lack of accountability regarding museum property which has been identified as a material weakness by the Secretary every year.	-DM 411 written -Training of field -MOU's, Contracts with museums Contact-Stephanie Damadio	-revision of DM 411 -ongoing identification of property,analysis of repositories, -needs assessment for continued curation

ADDITIONS

PLAN / INITIATIVE	WHO PREPARED	WHEN PREPARED	BRIEF DESCRIPTION	STATUS	UNFULFILLED COMMITMENTS
Comprehensive Paleontology Management Initiative	WO / Field Office Task force	1993	Develope comprehensive plan for the management and protection of paleontological resources	ongoing	Revised collection regulations
Interagency Section 106 Streamlining	WO / Federal Preservation Officers / Field	1995	Outlines / provides template for national-level agreements with Advisory Council on Historic Preservation to make agencies self-sufficient in section 106 compliance	Approved by AD/U&P and DD; BLM has agreed to develop prototype agreement for 12-agency group	Development of prototype programmatic agreement in progress
BLM Planning Process Revisions	Planning Team		Revise / streamline 1600 planning manuals / handbooks	early 1996	
Environmental Compliance	Planning Team	as necessary	Revise NEPA manuals / handbooks	under review	
Resolution of RMP Protest	Planning Team	as necessary			
Coal Wetlands Environmental Study	RAT / Planning Team		Required by court order		
Heritage Education Strategic Plan	WO / Field Office Team	10/91	Outlines goals, objectives on educating the public about cultural resources: Outlined 14 programs to be developed	Approved by Director Jamison: Imagination Team created at the Anasazi Heritage Center	Fewer than half of the programs intended programs were ever developed. Focus has been on developing Project Archeology which there is tremendous nationwide interest
Adventure in the Past	WO / Field Team	4/91	Outlines mandate in the Archeological Resources Protection Act to establish a program to educate the public about archeology and its importance	Approved by Director Jamison	States need to participate in coordination, Bureau-wide planning
Implementation of NAGPRA (Native American Graves Protection & Repatriation Act	Statutory, DOI WO BLM Field	1990-Continuing	Implementation of law requiring the identification and disposition of Native American human remains,funerary objects,sacred objects & objects of cultural patrimony	-under implementation -continuous work load -status report to DOI Contact -Stephanie Damadio	-ongoing identification, consultation & repatriation with Native Americans -regulatory language pending,- congressional report
Museum Property Accountability	Office of the IG DOI	1990 Revised every year	Correction of a lack of accountability regarding museum property which has been identified as a material weakness by the Secretary every year.	-DM 411 written -Training of field -MOU's, Contracts with museums Contact-Stephanie Damadio	-revision of DM 411 -ongoing identification of property,analysis of repositories, -needs assessment for continued curation